Management Assistance Division (MAD)
Food Management Assistance Team (FMAT)

Trends and Analysis for FY 2010

Team Members

- **MAD Team**
- CW4 Ellen M. Magras, Chief, Management Assistance Division
- SGM Michael A. Dixon, Chief, Food Operations Management NCO
- MSG (P) Neil St. Helen, Senior, Food Operations Management NCO
- MSG Randolph Hill, Senior, Food Operations Management NCO
- Mr. Tommy Hill, Food Service Systems Analyst
- Mr. Ronald Bellamy, Food Service Systems Analyst
- **Additional FMAT Team Members**
- Personnel from Facilities and Equipment Division

Mission & Objectives

- Render assistance in raising the quality of food service, achieve economy, and increase effectiveness of the Army Food Program.
- Ensure regulatory policies and procedures are uniformly applied to the Installation Food Service Program.
- Participate actively in an advisory and training capacity in the operation of the Installation Food Service Program.
- Record observations and recommendations to assist in improving the Installation Food Service Program.
- Exchange, search for, and collect new ideas regarding food service for possible adoption and dissemination to all installations.

Review → **Assess** → **Advise** → **Train** → **Assist** → **Search & Exchange**

The FMAT is not an inspection team!

Review Areas-Analyst

Installation Food Program

- Food Program Management
- Special/Training Programs
- Dining Facility Utilization
- Subsistence Prime Vendor Program
- Major Subordinate Command Advisory Support
- Account Status
- Army Food Management Information System
- Contract Development & Surveillance

Review Areas-NCO

Dining Facility Operations

- Administration/ARIMS/AFMIS
- Account Management
- Inventory Management
- Food Protection & Sanitation
- Support Agencies
- Food Preparation & Service
- Menu Standards
- Operational Rations
- Subsistence Prime Vendor
- 92G Personnel Utilization/MSC Support
- Training
- Diner Satisfaction Survey

Review Areas-FED

Facilities and Equipment Division

- Dining Facility Infrastructure
- MCA/Major Renovation Projects
- Food Service Equipment
- Food Service Equipment Replacement Record in AFMIS
- Food Service Equipment Annual Budget
- Field Feeding Equipment Issues/Concerns
- Dining Facility Modernization Plan Development
- Maintenance Request Register
- Food Service Equipment Training
- Energy Conservation

FMAT Team Composite

- The FMAT is tailored to the needs of the installation.

- Additional personnel are added to the 3-person FMAT if the installation requests specialized training in areas such as AFMIS or Contracting. The need must be justified and approved by the JCCoE.

- It is imperative the Installation representatives provide detailed information on their requirements. Failure to do so will directly impact (decrease) the assistance and training provided.

- The FMAT will provide an additional NCO if the

Missions

Timeline:

- **CONUS:** 4-5 Days
- **OCONUS:** 10-18 Days

  - Scheduled: Provide assistance in all areas of food service operations. Each CONUS installation is scheduled for a visit every 18 months. OCONUS installations (Europe, Italy, Japan, Korea, Alaska, Hawaii) are scheduled for a visit every 12 months.

  - Requested: Respond to particular problems identified by the command. The visit is called a Special Assistance Visit (SAV).

    - FY08 - 25
    - FY 09- 28
    - FY10- 24 Scheduled
    - FY11- 21 Projected

NOTE: All areas of special emphasis are determined by Army G4,
JCCoE, and/or IMCOM. All missions are funded by Army G4.

Briefing & Memorandum of Visit

- A formal Entrance and Exit Briefing is conducted with the Installation Commander and staff, Food Program Manager and other food service advisory personnel.
- A draft Memorandum of Visit (MOV) will be provided to each visited Command.
- A finalized MOV will be mailed to the Command in approximately two to four weeks.
- Follow-up assistance to the Command will be provided as required.

Accounts & Surplus Inventory

Accounts		
FY09	FY08	FY07
($26) M	($38) M	($47) M
Surplus Inventory		
FY09	FY08	FY07
$1.4 M	$600 K	$1.1 M

- **Account Status totals include the AOR**
- **Surplus Inventories do not include the AOR**

Installation Surplus Inventories FY09

	CONUS	OCONUS	Total
Total Installations	**37**	**11**	**48**
Installations with Surplus Inventory	**21**	**9**	**30**
Average surplus per Installation ***(Based on 30 installations)***	**$61,279.19**	**$50,356**	
Total Surplus Inventory ***(Based on 48 installations)***	**$915,748**	**$439,258**	**$1,355,006** **$1.4 Mil**

Note: These are funds that could be used elsewhere to support the Army Food Program.

Dining Facility Accounts

Installations	FY09	FY08	FY07
Total Installations	60	58	51
Under spent	52 (87%)	33 (57%)	33 (65%)
Over spent	8 (13%)	25 (43%)	18 (35%)
Dining Facilities			
Total DFACs	412	365	351
Under spent	227 (55%)	203 (56%)	217 (62%)
Over spent	185 (45%)	162 (44%)	135 (38%)

Food Program Management Office (FPMO)

CW4 Magras

Overall Good Trends

Analyst:

- Food Program Managers
- Subsistence Prime Vendor
- Recognition Programs

NCO:

- Recipe Cards
- Support Agencies
- Motivation

Food Program Management Office (FPMO)

Trend:

- FPMOs are not properly staffed
- Some FPMs do not have food service backgrounds

Contributing Factors:

- Budget restraints
- Hiring Practices

Recommendations:

- IMCOM must consider and budget for an adequate amount of personnel based on installation needs in order to properly staff the FPMO

Food Service Management Board (FSMB)

Trends:

- FSMBs are not supported by mandatory voting members
- Voting versus Non Voting Members

Contributing Factors

- Members not clear on roles/purpose

Recommendations:

- Schedule FSMBs on a set date quarterly
- Ensure widest dissemination of date for attendance
- Reemphasize regulatory requirements of attendance and participation

Food Program Manager (FPM) Contingency Plan

Trend:

- Contingency Plans are not prepared

Contributing Factors:

- FPM wearing too many hats

Recommendations:

- Prepare the Contingency Plan as required by regulation-Consequences of not preparing the Plan can significantly alter food operations in the event of a catastrophe or contractor failure
- Food Advisors must know what the Plan dictates so they can keep respective commands informed on how it will affect their organizations

Nutrition Program

- **Trend:**
- Nutrition Programs are not established in accordance with regulation
- Dietitian not attending the Food Service Management Board

- **Contributing Factors**
- Dietitian oversight is lacking or not contacted by the FPM for assistance
- Lack of available dietitians assigned

- **Recommendations:**
- Nutrition Program is a vital element in Soldier readiness and can positively affect menu planning and overall Soldier welfare, therefore the Program must be established and executed IAW AR 30-22
- Dietitian should be present at all FSMBs and provide assistance with menu development and nutrition related questions or concerns
- The FPM must work closely with the dietitian to monitor the Program
- Training must be provided to food service personnel and diners alike
- Major Subordinate Command Supervisory Personnel can provide training

Major Subordinate Command (MSC) Advisory Support Personnel

- **Tren**
- Proper oversight of dining facility operations not provided
- Lack of basic food service knowledge in dining facility operations
- Substandard Action Plans being prepared

- **Contributing Factors**
- Food Advisors are not engaged in daily operations
- Training programs and oversight not established, implemented, and enforced
- Food service personnel not using the regulations

- **Recommendations:**
- Respective MSC personnel must be proactive in the daily operation
- Training programs must be established, taught, documented, and enforced
- Use regulatory guidance to assist in the proper administration of actions

Certification

Trend:

- Contract Officer Representatives (CORs) and Performance Assessment Evaluators (PAEs) are not certified

Contributing Factors

- Newly assigned to position
- Budget restraints
- Not aware of the online Fort Lee Food Safety and Protection Certification Course (FSPCC)

Recommendations:

- Contact CSPD to schedule the required training in order to perform the function of COR/PAE
- Take the online FSPCC (Free and self-paced for 6 mos)

Financial Liability Investigation of Property Loss (FLIPL) and Letter of Determination (LOD)

- **Trend:**
- FLIPLs/LODs are not being conducted on dining facility accounts that close the Fiscal Year (FY) overspent or Contracting Officer not conducting appropriate LOD

- **Contributing Factors**
- Food Advisors are not initiating the process
- FPMs not following up

- **Recommendations:**
- Per regulation, any account that does not close the FY at zero or under spent requires a FLIPL (unless under $500 and Commander uses alternative)
- For contract dining facilities, a Letter Of Determination is required

Dining Facility Operations

SGM Dixon

Record Keeping

- **Trend:**
- Dining Facility files are not maintained in accordance with Army Records Information Management System (ARIMS)

- **Contributing Factors:**
- Confusion with the old Modern Army Record Keeping System (MARKS)

- **Recommendations:**
- Training on development, implementation, and execution of ARIMS
- Training on Record Holding Area (RHA)
- Conduct refresher training by including in Training Plan

Surplus Inventory

- **Trend:**
- Dining Facilities continue to have surplus inventory

- **Contributing Factors:**
- Excessive ordering of subsistence
- Not conducting proper inventories
- Deployments/closures
- Lack of communication between Managers
- Improper menu planning

- **Recommendations:**
- Check inventory for items that have been in stock for prolonged periods
- Implement cyclic menus
- Train and emphasize inventory management
- Managers need to know the Days of Supply (DOS)

Food Safety

- **Trend:**
- Improper use of Army Food Risk Management Program

- **Contributing Factors:**
- DA Forms 7458 and 7459 are available; however, not properly documented
- Lack of knowledge and training
- Forms completed before the meal
- Improper amounts of items being monitored

- **Recommendations:**
- Additional training needed in accordance with DA PAM 30-22, Chapter 3-7
- Focus on information outlined in Table 3-1, Minimum Monitoring Requirements, page 21
- Develop SOP book with sample forms, temperature charts and monitoring requirements

Menu Standards

- **Trend:**
- Dining Facilities are not meeting the Army Menu Standards

- **Contributing Factors:**
- Personnel are not aware of the standard required by DA PAM
  30-22, paragraph 3-70

- **Recommendations:**
- Conduct refresher training
- Additional emphasis on cereal, breads, salad dressings
- Major Subordinate Command Advisory Support personnel must provide training and oversight

92G Personnel

- **Trend:**
- 92G Personnel are not working in their MOS at the dining facilities

- **Contributing Factors:**
- Deployments
- Unit leadership
- Training schedules

- **Recommendations:**
- Major Subordinate Command Advisory Support personnel must provide training and oversight
- Training schedules for pre and post deployment
- Return all 92Gs to the dining facilities

Sanitation

- **Trend:**
- Sanitation practices must be reviewed for compliance with regulation

- **Contributing Factors:**
- Attention not given to food service equipment, furniture, and topiary (Dining facility attendants)
- Dining facility managers not producing and incorporating cleaning schedules
- Improper glove use

- **Recommendations:**
- Major Subordinate Command Advisory Support personnel must provide training and oversight
- Ensure Sanitation Program is in place and enforced
- Ensure contract personnel are following requirements in the Performance Work Statement and corrective action taken by the Contract Officer Representative

Customer Service

- **Trend:**
- Dining facilities are not using customer service techniques

- **Contributing Factors:**
- Personnel are not aware of the process
- Personal concerns
- Maturity factors

- **Recommendations:**
- Training on the benefits of customer service

Training and Counseling

- **Trend:**
- On-the-job training (OJT) and counseling is not used as a developmental tool

- **Contributing Factors:**
- OPTEMPO
- Lack of leadership focus

- **Recommendations:**
- Develop training plans incorporating the use of OJT and developmental counseling

Updates

- Revised Management Assistance Division link on the Joint Culinary Center of Excellence (JCCoE) website

- FY11 Schedule will be posted

Questions?